

**Office of the Chief Financial Officer
Balanced Scorecard**

February 12, 2001

<i>Financial Perspective</i>	
Objective	Measure
Continue to receive unqualified audit opinion for annual financial statements	Audit Opinion
Decrease cost to provide procurement, financial management, and corporate planning and budget products/services	Proc – Cost per \$ million procured Finance – Cost per \$ million spent OCP – Costs per \$ million revenue generated
Exceed private sector forecasting performance	Percentage variance

investigation backlog	
Meet background investigation processing time	Number of days to complete check
Decrease Cycle Time for processing ER cases	Number of days to process
Meet timeframes for submission of formal OCP documents to customers	Percent on time

<i>Customer Perspective</i>	
Objective	Measure
Increase employee satisfaction with job and PTO	% Employee satisfaction
Increase customer satisfaction with quality of CFO products and services	% Customer satisfaction

<i>Internal Business Perspective</i>	
Objective	Measure
Meet Patent and Trademark hiring goals	Number/Percent of Examiners/Attorneys hired
Process financial transactions (vendor and travel payments; Interagency charges, and payroll and vendor paid via EFT; maintenance and incoming fee processing)	Percent on time
Decrease cycle time for hiring Patent Examiners and Trademark Attorneys	Number of days to hire
Complete EEO investigations	Number of days to complete
Advise supervisor of impending EEO investigation	Percent advised within goal
Transmit notice of acceptance of formal EEO complaint to complainant	Percent advised within goal
Increase timeliness of procurement awards	Percent on time
Increase small purchases made via credit cards	Percentage increase
Meet patent and trademark file turnaround goals	Percent on goal
Eliminate personnel security	Remaining backlog

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Financial Perspective

Performance Measures	FY-00 Baseline	FY-01 Target	1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	Cum.
Maintain or reduce cost to provide procurement services (per \$ million procured) (DOC avg. \$25K)	\$11K	\$10K	NA				
Decrease cost to provide financial management services (per \$ million spent)	\$15.6K	\$14.8K (excludes Momentum initiative)	\$35.2 ¹				\$35.2
Decrease cost to provide Corporate Planning services/products (per \$ million revenue generated)	\$1,945	\$2,225 ²	\$1,770.8				\$1,770.8
Exceed private sector forecasting performance of 11% by +/- 8% points	2.1% variance	5% variance	³				
Continue to maintain current audit opinion report by OIG	Unqualified	Unqualified	NA				

¹ Funded most of the year of contracts in the 1st quarter

² Increase due to expanded Office of Corporate Planning responsibilities under PBO

³ Newly developed measure – 1st quarter data unavailable

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Internal Business Perspective

Performance Measures	FY-00 Baseline	FY-01 Target	1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	Cum.
Decrease cycle time for processing ER cases (calendar days)	14 day avg	13.75 avg	14 days				14 day avg.
Decrease hiring cycle time for Patent Examiners ¹ (calendar days)	4 days	3 days	2.2 days				2.2 day avg.
Maintain hiring cycle time for TM Attorneys ² (work days)	3 days	3 days	3 days				3 day avg.
Decrease hiring cycle time for all others (calendar days)	49 days	44 days	48 days				48 days
Meet the Trademark Attorney hiring goal	65 hires	69 hires	55 hires				55 hires
Meet the Patent Examiner hiring goal	125% (375)	100% (630)	13% (85)				13% (85)
Complete contract EEO investigations within 180 days of filing date	NA	80% in 180 days 100% in 270	³				
OCR advises supervisor/manager of impending investigation and levels of their involvement within 10 days of acceptance of formal complaint	NA	90%	⁴				
OCR transmits notice of acceptance of formal complaint to complainant within 3 work days of the agency's administrative decision to continue processing the case	NA	100%	⁴				

¹ Cycle time is from receipt of 52 to issuance of certificate

² Cycle time is from receipt of 52 to offer made

³ Budgetary constraints postponed start of this initiative

⁴ Newly developed scorecard measure – 1st quarter data unavailable

Performance Measures	FY-00 Baseline	FY-01 Target	1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	Cum.
Increase timeliness of procurement awards (percent on time – Fed. stand. 50%): - Contracts (volume) - Simplified Acquisitions (volume)	85% (692) 78% (983)	85% 80%	85% (138) 87% (169)				85% (138) 87% (169)
Percent of total \$ of small purchases (up to \$25K) made using credit cards	55%	60%	59%				59%
Formal Corporate Planning documents submitted on time to key internal and external customers	NA	80%	1				
Process financial transactions: - Vendor payments (Fed. stand. 95% in 30 cal days) - Travel payments (Fed. stand. 95% in 30 cal day avg) - Interagency charges (Fed. stand. 30 cal days) - Payroll paid via EFT goal (Fed. stand. 90%) - Vendor paid via EFT (NPR stand. 75%) - Maintenance fees processed - Deposit incoming fee processing checks	99%-30 cal dys NA 18 cal days 98% 98% 4 bus dys NA	99%-cal 30 95%-8 dys 95% 18 dys 98% 98% 95%-6 cal dys 95%-1 dy	99%-30 44%-8 dys 1 98% 99% 1 1				99%-30 dys 44%-8 dys 98% 99%
Patent file requests processed within 24 hours of receipt (volume)	NA	90%	2				
Trademark file requests processed within 24 hours of receipt (volume)	NA	90%	2				
Eliminate personnel security investigation backlog of ~ 1,600 cases (balance)	NA	600 balance	1,330				
Meet background investigation processing time (Fed. requirement 14 days) (number processed)	NA	99% - 5 dys	100% (149)				100%

¹ Newly developed measure – 1st quarter data unavailable

² Newly developed measure – awaiting availability of File Ordering System report tracking data

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Customer Perspective

Performance Measures	FY-00 Baseline	FY-01 Target	1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	Cum.
Increase internal customer satisfaction with quality of services:							
- Procurement	92%	92%	NA				
- Finance	69%	80%	NA				
- Corporate Planning	57%	80%	NA				
- Administrative Services	83%	85%	NA				
- Security	78%	80%	NA				
- Human Resources	59%	80%	NA				
- Civil Rights	56%	80%	NA				
- Space Acquisition	69%	80%	NA				
CFO employees satisfaction with PTO (PTO-wide = 49%)	72%	80%	NA				
CFO employees satisfaction with job (PTO-wide = 58%)	67%	80%	NA				

**Office of Finance
Workload Tracking Summary**

Workload	FY 99	FY 00	FY 01 1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Cum.
Key Payments (# of transactions)							
Payment Vouchers	13,697	12,655	2,724				
Billing Documents	1,713	1,761					
Imprest Fund Payments	539	542					
Travel Orders	1,871	1,560	384 ¹				
Travel Vouchers	1,668	1,622	450				
Maintenance Fees	NA	NA	44,346				
Internet Credit Card Collections (# of transactions)							
TEAS	18,967	35,302	7,984				
Other TEAS	NA	1,566	1,457				
OEMS (Order Entry Management System)	854	12,175	3,740				
Deposit Account Replenishments	NA	2,115	1,003				
Maintenance Fees	NA	863	460				
Patent Filings	NA	NA	22				
Patent Other Payments (excluding M fees)	NA	NA	49				

¹ Are now processed PTO-wide with decentralizing authorizations

**Office of Human Resources
Workload Tracking Summary**

Workload	FY 99	FY 00	FY 01 1st Qtr.	2nd Qtr.	3rd Qtr.	4 th Qtr.	Cum.
Labor Relations Division							
<u>Management Initiatives</u>							
• NTEU 243	*	35(14)	3(2)				3
• POPA		10(5)	3				3
• NTEU 245		7(4)	0				0
• NTEU 243/POPA		1	0				0
• All		4					
<u>Partnerships</u>							
• NTEU 243	4	22(20)	0				0
• POPA	3	4	1				1
• NTEU 245	3	10(9)	0				0
• All		4					
<u>Major Negotiations</u>							
• NTEU 243	5	3	0				0
• POPA	5	11	1				1
• NTEU 245	3	11	1				1
<u>Grievances</u>							
• NTEU 243	128	147(109)	43(21)				43
• POPA	16	24(22)	8				8
• NTEU 245	4	10(3)	1				1
Employee Relations Division							
<u>Conduct Cases (Chapter 75)</u>							
• NTEU 243	110	123	25(13)				25
• POPA	27	178**	10(5)				10
• NTEU 245	4	7	0				0
• Non-Bargaining	24	35	2(1)				2
<u>Performance Cases (Chapter 43)</u>							
• NTEU 243	18	23	11(0)				11
• POPA	139	173	46(0)				46
• NTEU 245	5	6	3(0)				3
• Non-Bargaining	2	0	0				0

* Database established for FY 2000, therefore no data tracked in FY1999

** Increase because of letters of reprimand prepared for Financial Disclosure Reports

† Numbers in parenthesis indicate currently active case. The other number represents new cases

Workload	FY 98	FY 99	FY 00	FY 01 1st Qtr.	2nd Qtr.	3rd Qtr.	4th. Qtr.	Cum.
Compensation								
Personnel Actions Processed	15,450	15,251	22,505	10,395				
Compensation								
Payroll Actions Processed	17,331	15,878	21,574	5,161				

Personnel and Payroll actions highlighted during FY01 reporting quarter are as follows:

October – Change in Organization Structure processing

November – Awards processing

December – Awards and Combined Federal Campaign processing

Incoming Patent Examiner/Trademark Attorney Hired/Separated

Workforce	FY 97	FY 98	FY 99	FY 00	FY 01 1st Qtr.	2nd Qtr.	3rd Qtr.	4th. Qtr.	Cum.
Patent Examiners									
Hired	187	729	800	375	85				85
Separated*	69	266	185	17	63				63
Trademark Attorneys									
Hired	19	85	128	65	55				
Separated*	10	33	33	1	0				

*Figures may increase report by report as separations go through NFC.